

FY 2021 PRELIMINARY FISCAL PLAN

BUDGET REVIEW WORKSHOP, MAY 5, 2020

ACCOUNTABILITY

COLLABORATION

CUSTOMER SERVICE

EQUITY INNOVATION

SUSTAINABILITY



FY2021 Budget Review Schedule

- ✓ Tuesday, April 28 **Introduction of the FY2021 Preliminary Fiscal Plan** (10am)
- ✓ Thursday, April 30* **Budget Town Hall** (5 – 6pm)
- Tuesday, May 5* **Budget Review Workshop** (9am – Noon)
 - Equity, Capital, Economic Prosperity and Affordability, Safe Community, Mobility
- Tuesday, May 12* **Budget Review Workshop** (1 – 4pm)
 - Health and Environment, Engaged and Connected Community, Governmental Excellence
- Tuesday, May 19 Committee of the Whole **Discussion and Deliberation** (10am)
Public Hearing at City Commission meeting (7pm)
- Tuesday, May 21* **City Commission Adoption** (9 – 11am)

* Special meetings scheduled

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RESILIENT
FLATTEN THE CURVE
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Today's Objectives

- Review Investments that Advance Equity
- Review Capital Investments
- Understand originally proposed investments by strategic priority and new recommended budget reductions in response to revenue reductions
 - Economic Prosperity and Affordability
 - Economic Resiliency and Recovery Investments
 - Housing Trust Fund Discussion
 - Safe Community
 - Mobility
 - Vital Streets Oversight Commission update

Potential Revenue Reductions - Not Reflected in Budget

Fund	Income Tax*	State Shared Revenue**	CVTRS**	Act 51 Gas & Weight Tax**	Parking Fines	Charges For Services (1)	Total
General Fund	\$1,281,648	\$1,718,076	\$285,244				\$3,284,968
Capital Reserve Fund	56,882		285,244				342,126
Sidewalk Repair Fund	32,943						\$32,943
Vital Streets Fund	172,979						\$172,979
Major Streets Fund				1,830,025			1,830,025
Local Streets Fund				610,008			610,008
Parking Operations Fund					25,000	3,185,402	3,210,402
Total	\$1,544,452	\$1,718,076	\$570,488	\$2,440,033	\$25,000	\$3,185,402	\$9,483,451

*0.5% increase in current budget, proposed -1% reduction ** 5% decrease in FY21 budget, reduced to -15% reduction

(1) Includes On-Street, Daily and Event Parking Revenues (dependent on activity within the City. Sports, shows, concerts, bars, restaurants, etc. When none of this is happening these are the main categories impacted.

Investments that Advance Equity



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Embedding Equity Into the Process



- Continued use of equity lens
- The request was for departments' diversity, equity and inclusion (DEI) highlights embedded into their FY2021 budget requests
- Departments submitted over 100 highlights
- Equity designation includes policy and/or practice changes
- Equity review of capital projects will be done upon project completion and based on actual Micro-Local Business Enterprise (MLBE) utilization, outreach efforts and other strategies used
- Staff time is the main budget impact for some DEI strategies

Diversity, Equity & Inclusion

Operating Budget Submissions



61st District Court - 6	Economic Development - 9	Income Tax - 3	Purchasing - 1
Assessor - 2	Energy, Lighting & Communications - 1	Information Technology - 2	Refuse - 1
Budget - 1	Engineering - 3	Library - 7	Treasurer - 1
City Attorney – 12	Environmental Services - 2	Mobile GR - 2	Water - 4
City Clerk - 1	Equity & Engagement - 10	Our Community's Children - 3	
Code Compliance - 1	Executive - 1	Oversight & Public Accountability - 3	
Community Development - 1	Facilities & Fleet - 6	Parks, Recreation & Forestry - 2	
Comptroller - 2	Fire - 2	Planning & Development Center - 3	
Customer Service & Innovation - 4	Human Resources, Risk Management & Benefits - 5	Police - 3	8

Originally Proposed Select Investments that Advance Equity



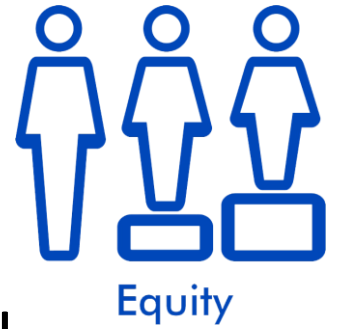
- Translation and interpretation services
- Equitable Grand River Restoration
- Micro-Local Business Enterprise capacity and systems navigation support
- Employee Resource Group (ERG) retention and inclusive workplace culture strategies – National Forum for Black Public Administrators, Local Government Latino Network, Prism GR
- Affordable housing grants from Community Development
- Homelessness prevention and rapid rehousing
- Refuse service for households with low-income
- Water utility bill assistance

Originally Proposed Select Investments that Advance Equity



- Mobile Permit Center pilot
- Our City Academy
- Neighborhood Summit
- Neighborhood Leadership Academy and additional workshop modules
- Grant support to neighborhood associations
- Lead remediation
- Environmental justice and climate change initiatives
- Support program for people transitioning from prison back to community
- Sidewalk snow support pilot
- Women's Police Summit
- Expungement program

Originally Proposed Select Investments that Advance Equity



- 5 Strategies recommended by the Michigan Joint Task Force on Jail and Pretrial Incarceration
- 12 strategies of diversion and outreach under the Community Engagement Program (CEP) of the City Attorney's Office
- Diverse contractor and vendor outreach and utilization
- More accessible sidewalk contractor license testing
- Department practice, paperwork and policy review through the lens of inclusion

Capital Investments included in the FY2021 Preliminary Fiscal Plan

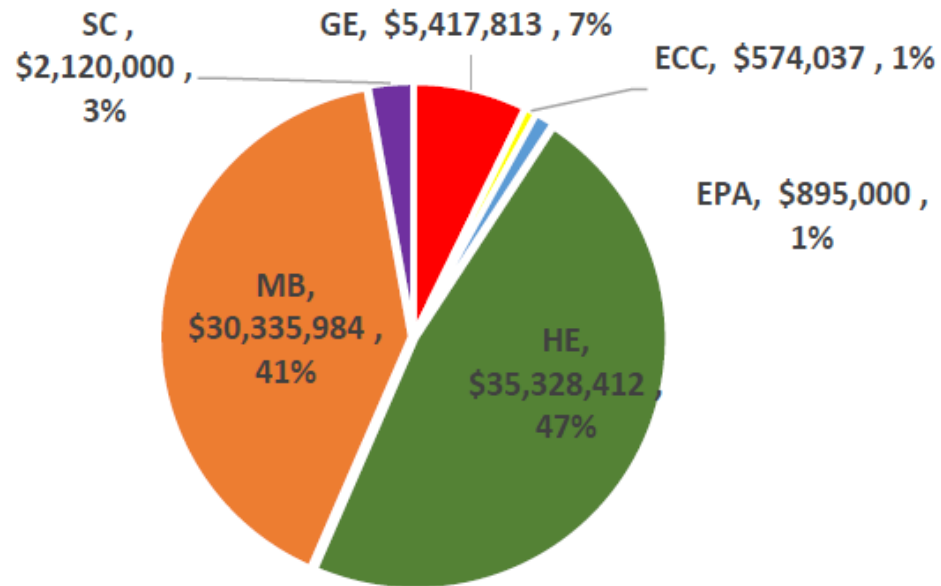


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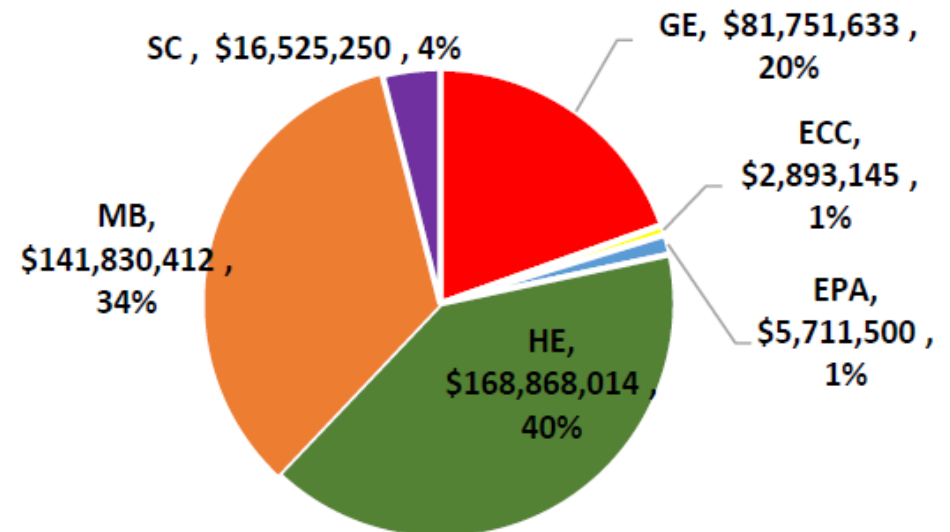
Overview of Originally Proposed Capital Investments

- FY2021: \$74.67 million (FY2020: \$100 million)
- FY2021 – FY2025: \$417.58 million

FY2021 All Capital Projects by Strategic Priority



FY2021 - 2025 All Capital Projects by Strategic Priority



Originally Proposed Capital Investments by Strategic Priority

- Health and Environment (\$35.33M)

- Stormwater
- LED street lighting
- Parks millage improvements
- Martin Luther King Jr. Park Lodge
- Third Ward park acquisition
- Hastings Street non-motorized path
- Grand River Walkway Phase II
- Traffic signal LED upgrade
- City/County building energy efficiency upgrade
- Lead service line replacements
- Water/sewer projects

- Mobility (\$30.34M)

- Vital Streets
- Sidewalk projects
- Parking improvements
- Multi-modal transportation initiatives (bikeshare, e-scooter, carshare)
- Bus transit stop improvements

Originally Proposed Capital Investments by Strategic Priority

- Governmental Excellence (\$5.42M)

- Facilities Improvements/Asset Management \$4.27 million
 - Expand the Women's Locker Room at Police Headquarters
 - Paul I Phillips Movable Gym Wall
 - Roof restoration and replacement
 - HVAC maintenance
 - Façade restoration at City Hall
- Communications and IT upgrades for parking facilities
- Continued due diligence on KCRC acquisition

- Safe Community (\$2.12M)

- Traffic signal modernization and traffic safety projects
- Division Fire Station land acquisition
- Advanced water rescue equipment
- Camera security improvements in parking facilities

- Economic Prosperity and Affordability

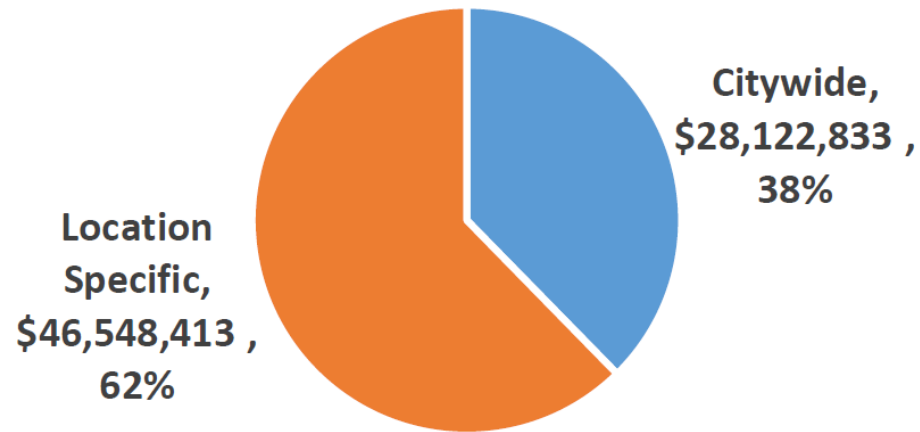
- Grand River Restoration (\$895,000)

- Engaged and Connected Community

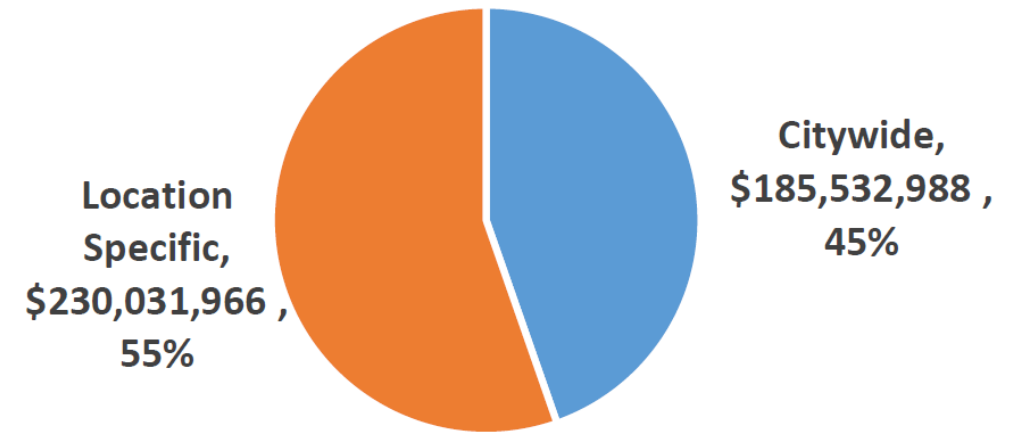
- Community cable television equipment (\$574,037)

Originally Proposed Location Specific Capital Investments

FY2021 All Capital Projects



FY2021-2025 All Capital Projects



Citywide: project serves the entire community (City facilities, water utilities, street lighting, traffic signals)

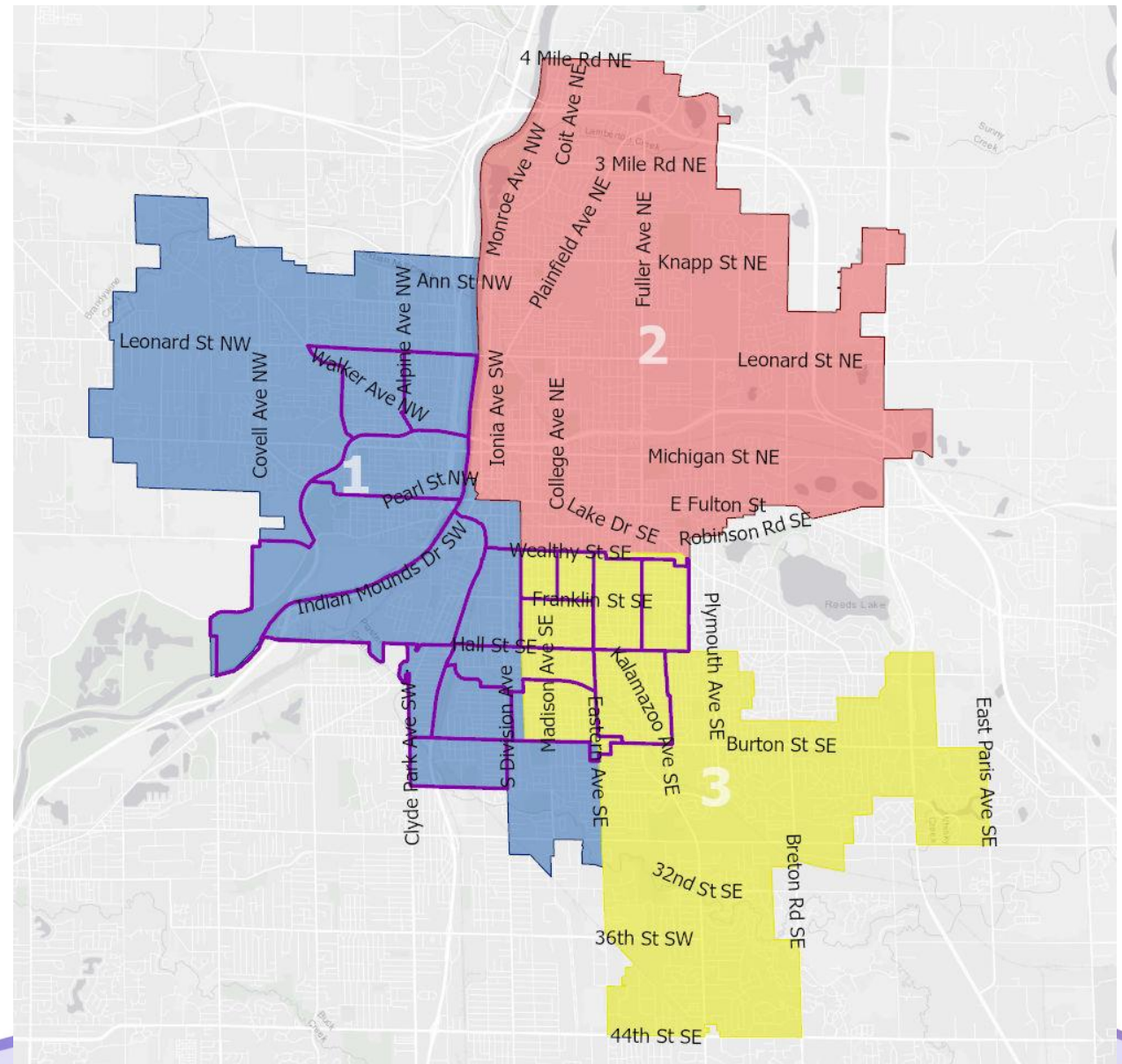
Location Specific: project serves and benefits a specific location and neighborhood

Understanding Investments through Balance and Distribution and Neighborhoods of Focus

- **Balance and Distribution:** equal investment across the three Wards
 - There may be more investment in one Ward in any given year based on asset management plans, but the goal is to achieve relative equality over time to the extent possible
- **Neighborhoods of Focus:** 17 census tracts in the near west and south side of Grand Rapids, where residents, due to systemic and historical inequities, experience the most disparate outcomes in income, educational attainment and opportunity, home ownership and wealth accumulation compared to other Grand Rapids census tracts and the city as a whole
 - Our strategic focus is to strive to eliminate inequities by intentionally investing in the NOF to advance justice and equitable outcomes throughout the city

Neighborhoods of Focus in Relation to Wards

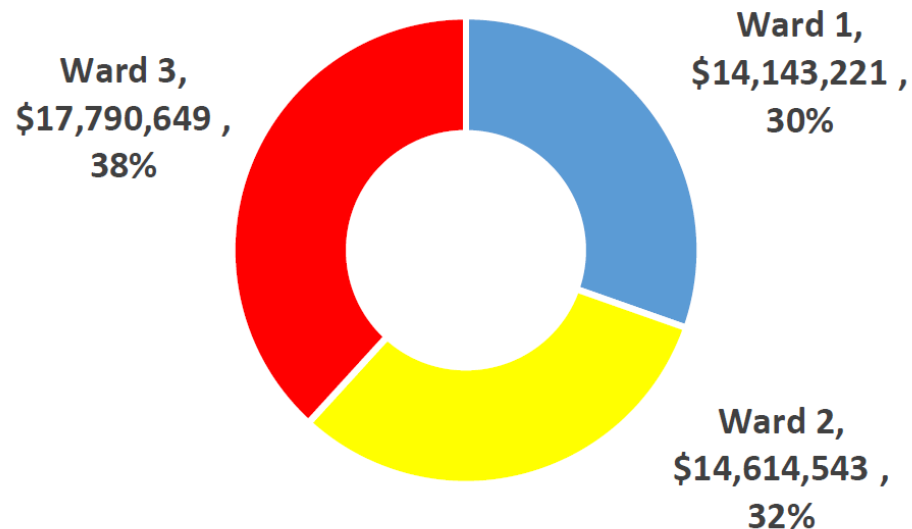
- 17 Census Tracts (36% of all Census Tracts)
- 9.5 tracts in the 1st Ward
- 7.5 tracts in the 3rd Ward



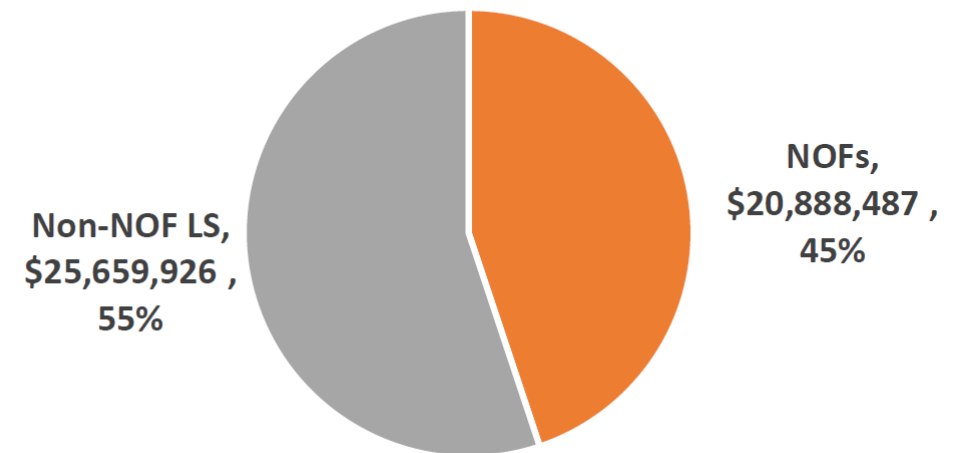
Originally Proposed FY2021 Ward Balance and Distribution and Investments in Neighborhoods of Focus

- FY2021: \$46.55 million

FY2021 All Location Specific Projects by Ward



FY2021 All Location Specific Capital Projects in NOFs

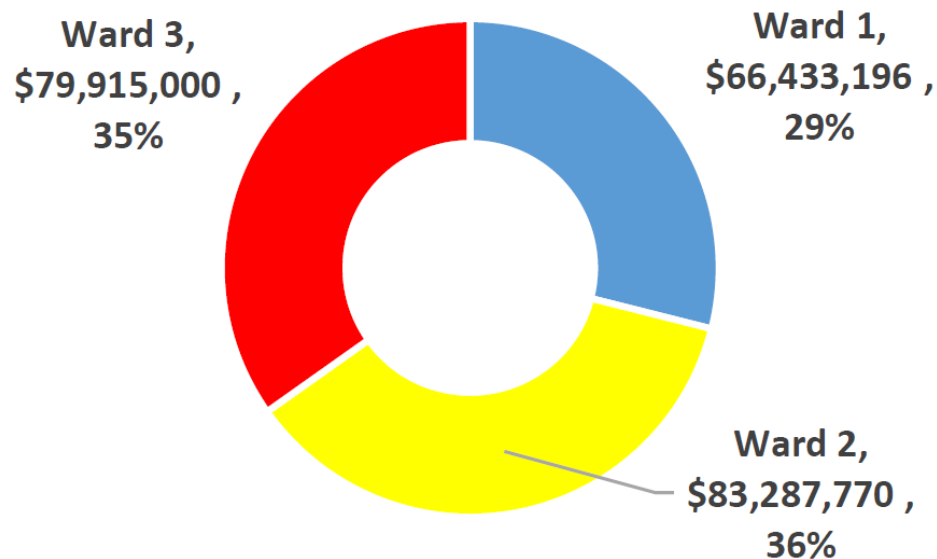


NOF: 36% of Census Tracts
FY2020: 38% of investments in NOF

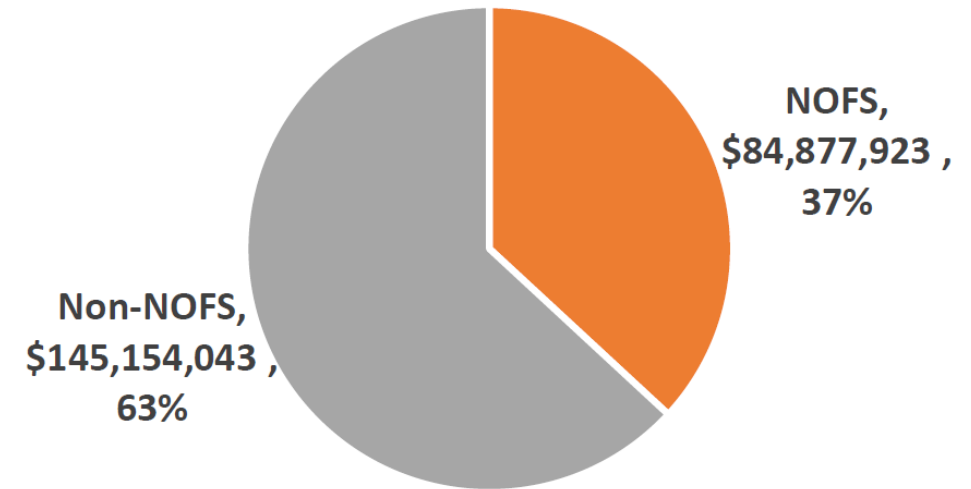
Originally Proposed FY2021 - 2025 Ward Balance and Distribution and Investments in Neighborhoods of Focus

- FY2021 – FY2025: \$230.03 million

FY2021-2025 All Location Specific Projects by Ward



FY2021-2025 All Location Specific Capital Projects in NOFs

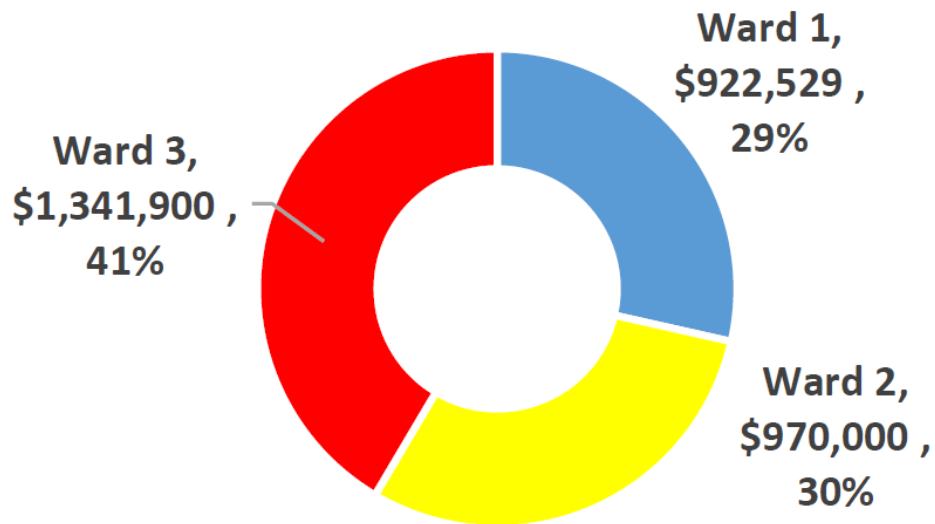


NOF: 36% of Census Tracts

Originally Proposed FY2021 Balance and Distribution for the Capital Improvement Fund

- FY2021: \$8.5 million

FY2021 Capital Improvement Fund Investment by Ward



Key FY2021 Capital Improvement Fund projects:

• First Ward

- \$447,500 (50%): Grand River Revitalization
- \$405,029: daylighting at The Highlands stormwater project
- \$50,000: Indian Mill Creek Dredging stormwater project
- \$20,000: Oakleigh Avenue in Hogadone District Channelizing stormwater project

• Second Ward

- \$447,500 (50%): Grand River Revitalization
- \$255,000: Hastings St. non-motorized path phase II
- \$150,000: Grand River Walkway Phase II
- \$80,000 (40%): Division Street Fire Station land acquisition

• Third Ward

- \$800,000: Martin Luther King Jr. Park Lodge redevelopment
- \$177,900: Channelization of Burton-Breton branch of Plaster Creek stormwater project
- \$144,000: Glen Echo Drain improvements stormwater project
- \$120,000 (60%): Division Street Fire Station land acquisition
- \$100,000: Third Ward park acquisition

Newly Recommended Capital Improvement Fund Adjustments

Goal: Solve for a \$342,126 decrease in income tax and City Village Township Revenue Sharing allocated to the Capital Improvement Fund

Solution:

- Defer purchase of heavy rescue vehicle to FY2022 (\$125,000)
- Reduce allocation for preliminary design of Grand River Walkway Phase II (\$75,000)
- Reduce allocation for preliminary design of East Side Wealthy Take Out (Grand River Revitalization) (\$25,000)
- Reallocate lapse from other projects (\$117,126)

Investments by Strategic Priority



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Information Provided for each Strategic Priority

- FY2020 performance review
 - Key Dashboard Metrics
 - National Research Center community survey results
 - Key accomplishments
- FY2021 Select Proposed Investments included in the Preliminary Fiscal Plan
- Newly recommended FY2021 Budget Reductions



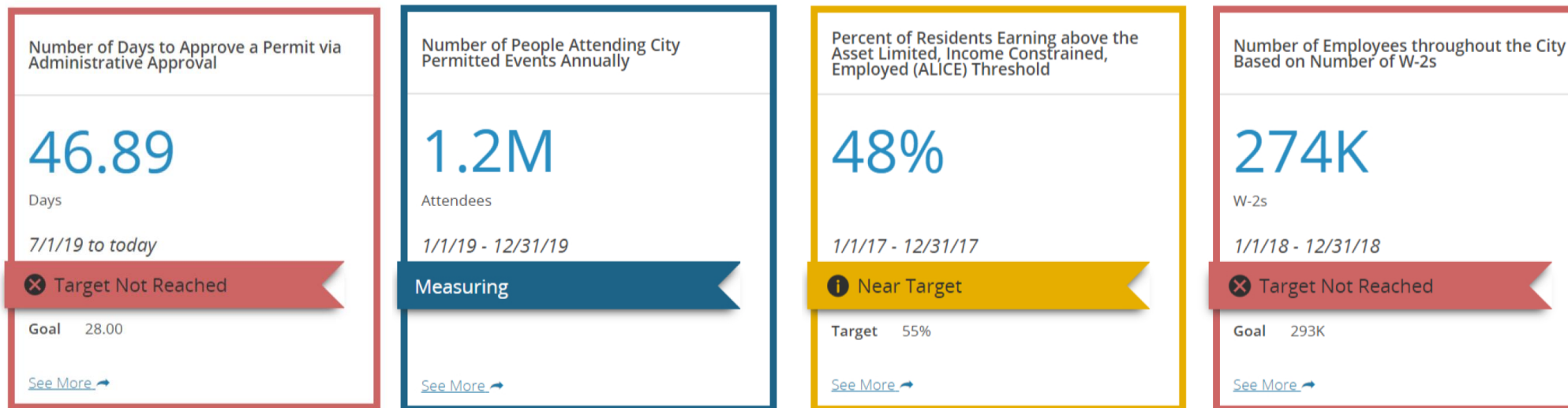
Economic Prosperity and Affordability





Economic Prosperity and Affordability

Key Dashboard Metrics



Measured as of Feb. 24, 2020



Economic Prosperity and Affordability

Pre-COVID Community Survey Highlights

- 83% believed creating pathways to financial growth for residents, employees and businesses was important
- 64% believed economic development was excellent or good
- 71% believed employment opportunities were excellent or good
- 84% believed that Grand Rapids was an excellent or good great place to visit
- 78% believed Grand Rapids was an excellent or good place to work
- 3 in 4 believed the vibrancy of the downtown area, new development and shopping opportunities were excellent or good



Economic Prosperity and Affordability

FY2020 Key Accomplishments

- Completion of the Equitable Economic Development & Mobility Strategic Plan
- Launched Retail Retention and Recruitment Program Partnership
- Approved State Land Bank Agreement
- A 57% increase in registered Micro-Local Business Enterprise (MLBE) firms
- Launched community Housing Needs Assessment with community partners
- Began implementation of medical marijuana
- T2CStudio served 1,734 students helping them get to and through college
- Continued permitting process for River Restoration, adopted an MOU with Grand River White Water and an MOA with GRWW, GLFC and U.S. Fish and Wildlife Service

\$3.75 Million Accumulated in City Resources for Economic Resiliency and Recovery Investments



- The General Operating Fund recommendation includes approximately \$500,000 in new and reappropriated investments to support resiliency of community members and local business during the pandemic and to "build back better" once the pandemic passes.
- This will be combined with \$2.2 million in supplemental Community Development Block Grant (CDBG-CV) and \$1.1 million in Emergency Shelter Grant (ESG-CV) funding for a total of \$3.75 million in economic stimulus identified to date for the Grand Rapids community from City sources.

COVID-19 Initial Recovery Recommendations

Multifaceted Investment Strategy



- The team has focused on a multifaceted investment strategy in four impact areas:
 1. **Resident Resiliency** – to mitigate impacts on residents and neighborhoods
 2. **Business Resiliency and Recovery** – to address impacts of the shutdown, help sustain businesses and prepare for recovery
 3. **Community Reactivation** – to accelerate the reopening by celebrating the community, neighborhoods and business district and building lasting connections
 4. **Transportation and Infrastructure** – investing in outcomes that connect people to the recovery and ensuring that the City takes advantage of state and federal infrastructure grants
- Investment principles focus on collaboration with economic development partners, identifying and filling gaps, avoiding duplication, equitable investments, maximizing leverage of City investments, direct local connectivity and rapid response.

COVID-19 Initial Recovery Recommendations



To be resolved as we move forward, we will need to:

- Final balance of investments
- Weave in other investments from the City General Operating Fund, other grants and other sources
- Complete a unified application for business support
- Match City resources with community resources
- Address administrative requirements of Community Development Block Grant (CDBG)
- Continue to pivot as we learn more about recovery gaps and community needs



Original Economic Prosperity and Affordability FY2021 Select Proposed Investments

Driving Business Retention and Growth (\$4.32M)

- Economic Resiliency and Recovery Fund (partial general fund)
- Improvement support in Corridor Improvement Authorities (leveraged external funding)
- Equitable Economic Development and Mobility Plan implementation including continuation of the Retail Specialist program (partial general fund)
- Micro-Local Business Enterprise (MLBE) support (general fund)

Employee Wage Growth (\$1.52M)

- Increased access to youth employment and support in accessing services and building economic and social capital for refugees (grant funded)
- Our Community's Children workforce development programs (grant funded)
- Grand River Revitalization (general fund, capital)



Original Economic Prosperity and Affordability FY2021 Select Proposed Investments

Housing (\$3.01M)

- Innovative Housing Practice Leader contract with Housing Next (general fund)
- Increase affordable housing, including State Land Bank partnership (general fund)
- Real estate and small business development on contaminated or functionally obsolete properties (leveraged external funding)
- Affordable housing and improved access to and stability of affordable housing (\$1.52M grant funded)

Destination City (\$28,500)

- Event support that enhances neighborhood connectivity, community resiliency and cultural awareness (general fund)



Economic Prosperity and Affordability Fund Statements

- Brownfield Redevelopment Authority
 - FY2021 Budgeted Expenditures: \$14,461,755
 - \$1.1M Local Brownfield Revolving Fund Grants/Loans
- SmartZone Local Development Finance Authority
 - FY2021 Budgeted Expenditures: \$4,773,915
 - Conquer Accelerator, StartGarden, Applied Medical Device Institute



Economic Prosperity and Affordability Fund Statements

- Corridor Improvement Authorities (CIA) and Business Improvement District (BID)
 - FY2021 Budgeted Expenditures: \$1,002,594 (ranges from \$30k to \$319k)
 - Façade Improvements (\$187,000)
 - Implement strategic priorities
- Economic Development Corporation
 - FY2021 Budgeted Expenditures: \$488,259
 - Implementation of the Equitable Economic Development and Mobility Plan, including retail partnership (\$200,000)



Economic Prosperity and Affordability

Newly Recommended FY2021 Budget Reductions

Goal: To meet revised General Operating Fund expenditure targets

Solution: reduce expenditures to meet targets (\$193,334)

- Planning and Development Center (\$40,191) - Postpone filling the Assistant Planning Director Position for 4 months
- Code Enforcement (\$74,386) - 6-mo. delay hiring Code Compliance Officer
- Special Events (\$10,354) - reduced demand for special events
- Street Lighting (\$55,000) - reduced training expense and adjusted electrical use estimate based on stay at home order
- Economic Development (\$13,403) - reduced contract communications



Economic Prosperity and Affordability Housing Resiliency Update Review

- Concept Development began in FY2018 and FY2019 and paused in current Fiscal Year to provide clarity on mission and strategy
- Resources identified and reserved \$458,000 in Property Management Fund and \$420,000 in the Other Grants Fund for housing purposes
- Recommend that we combine these available resources with \$125,000 of the \$250,000 in General Operating Fund resources recommended for Economic Resiliency and Recovery
- Invest up to \$1,000,000 in **Resident Resiliency** – to mitigate COVID-19 impacts on residents and neighborhoods through existing channels to speed response by frontloading CDBG-CV investments and then filling identified gaps
- Continue long-term development

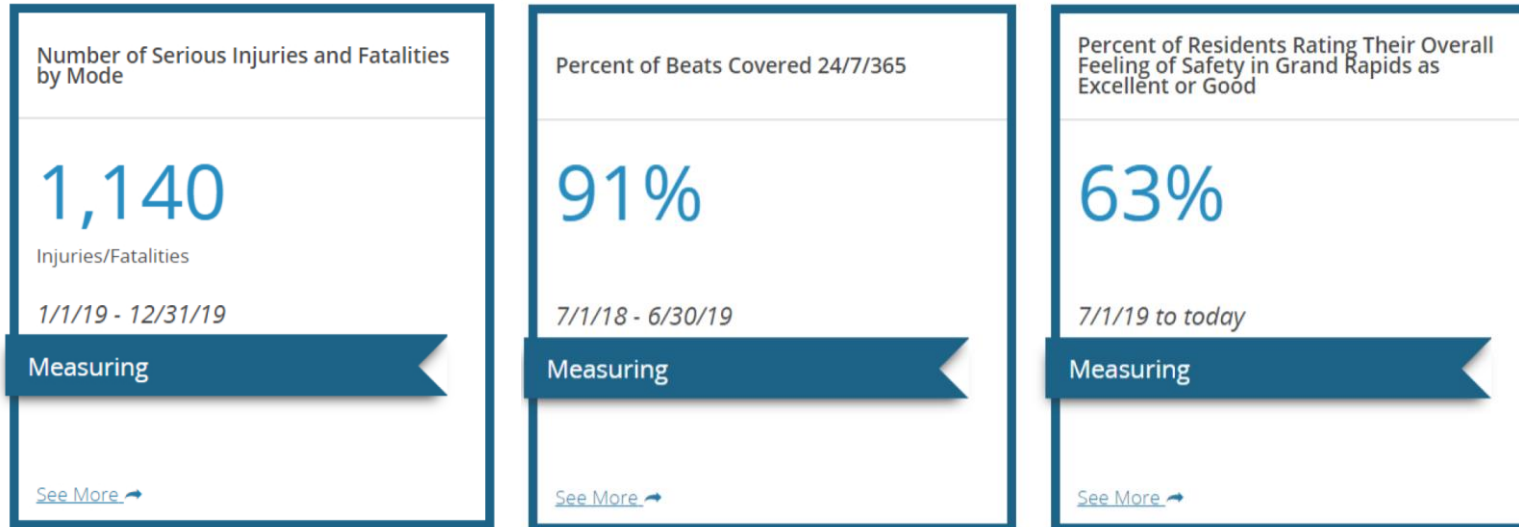


Safe Community





Safe Community Key Dashboard Metrics



Measured as of Feb. 24, 2020



Safe Community

Pre-COVID Community Survey Highlights

- 63% rated their overall feeling of safety in Grand Rapids as excellent or good
- When compared to benchmark cities, Grand Rapids resident's rankings of their perception of community safety and police/crime prevention were below both national and population-based benchmark cities
- 91% rated the quality of the fire department as excellent or good
- Ensure all people feel safe and are safe in Grand Rapids was a top strategic priority, with 96% of respondents saying it was essential or very important
- 90% felt somewhat or very safe in their neighborhood
- 86% felt somewhat or very safe downtown – similar to benchmark comparisons



Safe Community

FY2020 Key Accomplishments

- Progress implementing the recommendations of the police staffing and deployment study include:
 - Created a second shift of Community Police Officers this spring
 - Converted three jobs to civilian status to free up sworn officers for police work
 - Increased crime analysis capabilities by hiring two Crime Analysts
 - Hired a Civilian Officer Wellness Coordinator to support departmental personnel
 - Evaluating case management in the Detective Bureau
 - Initiating a new strategic plan process
- The Office of Oversight and Public Accountability, housed in the Executive Office, lifted off with a series of community and stakeholder meetings regarding development of an operational plan for the office, and appointment of an interim director



Safe Community

FY2020 Key Accomplishments

- Property was secured for Division Fire Station
- The Fire Equipment reserve fleet was upgraded with the purchase of eight (8) used pieces of fire equipment, four (4) new pieces of equipment, and a reset of the apparatus replacement plan
- Responded effectively to extreme weather event that resulted in loss of electricity to many residents last fall, hired an Emergency Management Administrator and effectively managing COVID-19 response
- The Police and Fire Departments co-developing and actively piloting a new Homeless Outreach Team (HOT) to work directly with this vulnerable population
- Crime Prevention Through Environmental Design (CPTED) ordinance adopted
- Implemented a Foreign Nationals Policy



Safe Community Investment Overview of Originally Proposed Budget

- Maintain FY2021 services and budget at or above FY2020 for public safety
- Apply for COPS Grant for 5 officers – future commitment of \$264,000 in FY2021, \$378,000 in FY2022, \$408,000 in FY2023, \$647,000 in FY2024 and \$686,000 in FY2025 for a total of \$2.4M
 - Not currently included in the FY2021 Preliminary Fiscal Plan, would require a budget amendment if the grant is received
- Redeploy personnel for Homeless Outreach Streets Team
- Contract civilians for traffic incidents – redeploy officers



Original Safe Community FY2021 Select Proposed Investments

Emergency Preparedness (\$2.24M)

- Durable pavement marking transition (leveraged external funding)
- Increased training for water rescue and technical rescue (general fund)
- Continue Parks Ambassador Program (Parks Operating or General Operating Fund)
- Traffic signal modernization and traffic safety (enterprise and leveraged external funding, operating and capital)

Emergency Response (\$7.9M)

- 61st District Court support to sustain justice services (general fund)
- Security improvements in parking facilities (enterprise fund, capital)
- Fire apparatus investments (general fund)
- Division Fire Station (general fund, capital)
- Advanced water rescue equipment (general fund, capital)



Original Safe Community FY2021 Select Proposed Investments

Community and Police Relations (\$1.44M)

- Training for at least a 10-officer recruit class (general fund)
- Expungement program (externally funded)
- ELUCD (general fund)
- Michigan Prisoner Re-entry/Support Groups (general and grant funded)
- Human trafficking prevention (general fund)
- Mel Trotter public inebriate program in partnership with DGRI and others (general fund)
- Women's Police Summit (general fund)
- Police Youth Academy and Youth Commonwealth (general fund)
- Public safety engagement by neighborhood associations (grant funded)

Safe, Stable and Permanent Housing (\$1.75M)

- Reducing blight and ensuring residential safety (grant funded)
- Homelessness prevention and rapid rehousing (grant funded)



Safe Community

Newly Recommended FY2021 Budget Reductions

- Goal: to meet revised General Operating Fund expenditure targets
- Solution: reduce expenditures while maintaining outcomes:
 - Police Department goal \$1.05 million
 - Fire Department goal \$ 611,000



Safe Community Newly Recommended FY2021 Police Budget Reductions - \$1.05M

- Freeze civilian Police Records Specialist, Records Clerk and 13 intern positions (\$397,922)
- Freeze one sworn Sergeant Position (previously grant funded position that was transferred to the General Fund - this will be done through attrition/retirement) (\$136,944)
- Changing from non-certified to certified recruit class to reduce training costs (\$171,000)
- Eliminate ELUCD (\$75,000)
- Identify other funding sources to replace general funding for homeless services (\$25,000)
- Continue to redeploy Community Police Specialist for Homeless Outreach Streets Team
- Training (including travel costs, Leadership Institute, and community engagement training) (\$70,750)
- Supplies, uniforms (\$79,386)
- Miscellaneous reductions (\$98,503)



Safe Community Newly Recommended FY2021 Fire Budget Reductions - \$611,000

- General Supplies (\$25,000)
- Identify other funding sources to replace general funding for homeless services (\$25,000)
- Postpone the Residential Safety Program detector installation until safe to enter residents' homes (\$100,000)
- Continue to keep Training Lieutenant position vacant (\$130,524)
- Maintenance Services (\$50,000)
- Building Additions (\$10,000)
- Equipment (\$242,392)
- Training (\$28,084)



Safe Community Newly Recommended 61st District Court Budget Reductions

- Select operating investment adjustments:
 - 61st District Court – adjusted budget to reduce operating transfer by \$250,000



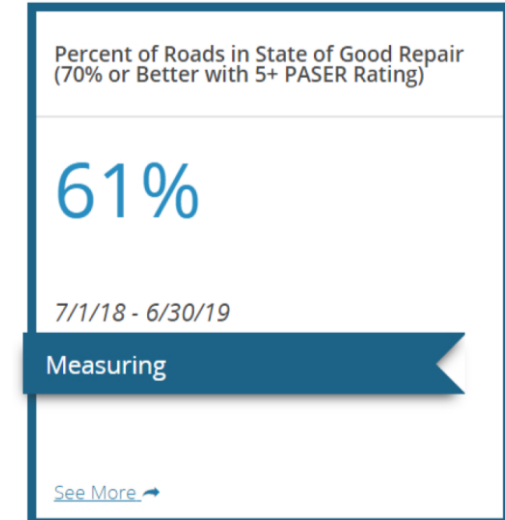
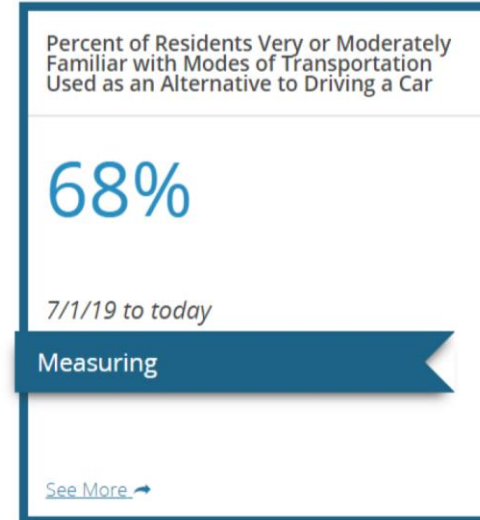
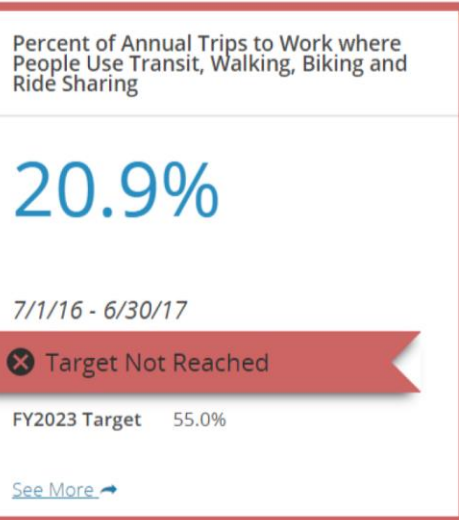
Mobility





Mobility

Key Dashboard Metrics



Measured as of Feb. 24, 2020



Mobility

Pre-COVID Community Survey Highlights

- The City of Grand Rapids ranked below both national and population-based benchmark cities on streets and parking
- Grand Rapids residents were notably above benchmarks in monthly use of alternative transportation (public transit and biking, specifically), including those who:
 - Walked or biked – 72%
 - Carpooled instead of driving alone – 52%
 - Used public transportation instead of driving – 39%
- 68% of residents were very or moderately familiar with modes of transportation used as an alternative to driving a car



Mobility

FY2020 Key Accomplishments

- The Vital Street rating achieved a ranking of 60% good and fair for the first time since 2002
- Continued pedestrian countdown signal investment
- Completed first year of four-year conversion to durable crosswalk painting
- May Mobility pilot exceeded 50,000 rides before it was suspended
- DASH ridership increased 39% (600,000+ rides in 2019)
- 300 Studio Park parking spaces and 75 spaces at 601 Ottawa in Monroe North were added to our inventory of owned and managed parking spaces
- Bid awarded to two vendors for more than 100 miles of sidewalk snowplowing in three wards
- Adopted the Equitable Economic Development and Mobility Plan
- Approved our first Bicycle Action Plan



Mobility

FY2020 Mobile GR Changes due to COVID Impacts

Revenue Loss Impacts (annual)

- Special event projected to decrease 17%
- Metered parking projected to decrease 17%
- Daily parking projected to decrease 17%

Expense Reductions

- DASH services suspended
- May Mobility pilot suspended
- Suspended metered parking enforcement
- Reduced temporary staffing costs
- Reassigned staff
- Reduced capital spend



Mobility Proposed FY2020 Resiliency & Recovery Investments

- Continue free 15 Minute Pick Up/Drop Off Zones while restaurants remain restricted
- Continue suspension of parking enforcement during stay at home order and phase in to support reopening
- Recommend temporary reduction in monthly parking billings of 50% for April 2020 and 25% for May and June to assist with business, resident and customer resiliency (\$569,000)
- Restructure monthly lease payments for April-June 2020 (\$21,000)
- Motu Validations (\$25,000)
- Healthy Streets Initiative (\$15,000)
- Transit pass program (in development)



Mobility

Mobile GR FY2020 COVID Plan Adjustment

	Amended FY20 Budget	Projected FY20 through March	Projected FY20 with COVID Impact
Parking Operating Revenue	\$20,034,913	\$17,850,656	\$15,557,373
Parking Operating Expenditures	\$21,348,483	\$17,880,538	\$15,557,373
Parking Operating Income/Loss	-\$1,313,570	-\$29,882	\$0
BA Capital Transfer to Operating	\$0	\$0	\$1,666,045
Balance	-\$1,313,570.00	-\$29,882.00	\$0.00



Original Mobility FY2021 Select Proposed Investments

Multi-modal Transportation (\$5.63M)

- DASH circulator and Route 19 (enterprise fund)
- Sidewalk snowplow pilot (enterprise fund)
- Sidewalks (external leveraged fund, capital)
- Multi-modal transportation initiatives (enterprise fund, bikeshare, e-scooter share, carshare)
- Bus transit stop improvements (enterprise fund, capital)

Parking (\$1.7M)

- Parking facility improvements (enterprise fund, capital)

Transportation Network (\$25.76M)

- Vital Streets (leveraged external funds, capital)



Mobility Newly Recommended FY2021 Mobile GR and Parking Budget Adjustments

- Goal:
 - Solve for a projected \$3.2 million shortfall in parking revenue
- Solution:
 - Already accounted for 40% cost reductions in updated FY21 budget, including maintaining a reduced capital spend (\$1.4 million)
 - Adopt formal appropriation lapse of 3% (\$475,000)
 - Contractual Services
 - Decreased DASH and Route 19 costs (\$761,694)
 - Other service reductions (\$140,000)
 - Less Events, Less Costs (Police OT - \$62,500 and Temporary Staffing -\$276,250)
 - Credit Card fee reductions with less transactions (\$169,500)



Mobility

Revised Parking Operating Statement

PARKING OPERATING - SUMMARY STATEMENT OF OPERATIONS							
FY21 Budget Review Workshop							
	FY20 EST	FY21 PFP	FY21 ADJ	FY22	FY23	FY24	FY25
Parking Operating Revenue	15,557,373	20,007,114	16,796,712	20,980,356	21,627,495	21,125,832	21,842,767
Parking Operating Expenditures	15,557,373	18,606,819	16,797,355	20,134,396	18,241,557	19,295,295	18,504,197
Parking Operating Net Income/(Loss)	-	1,400,295	(643)	845,960	3,385,938	1,830,537	3,338,570
Less Debt Service Principal Payments	(3,220,000)	(2,710,000)	(2,710,000)	(1,750,000)	(1,840,000)	(1,925,000)	(2,010,000)
Net Change in Available Cash	(3,220,000)	(1,309,705)	(2,710,643)	(904,040)	1,545,938	(94,463)	1,328,570
Unrestricted Cash - Beginning of Year	16,643,014	13,423,014	13,423,014	10,712,371	9,808,331	11,354,269	11,259,806
Unrestricted Cash - End of Year	13,423,014	12,113,309	10,712,371	9,808,331	11,354,269	11,259,806	12,588,376
Reserve Targets:							
Assigned to Operations - 25% of Total Spending	3,889,343	4,651,705	4,199,339	5,033,599	4,560,389	4,823,824	4,626,049
Unassigned Cash	9,533,671	7,461,604	6,513,032	4,774,732	6,793,880	6,435,982	7,962,327
Total	13,423,014	12,113,309	10,712,371	9,808,331	11,354,269	11,259,806	12,588,376
Unassigned Cash as a % of Total Expenditures	61.3%	40.1%	38.8%	23.7%	37.2%	33.4%	43.0%

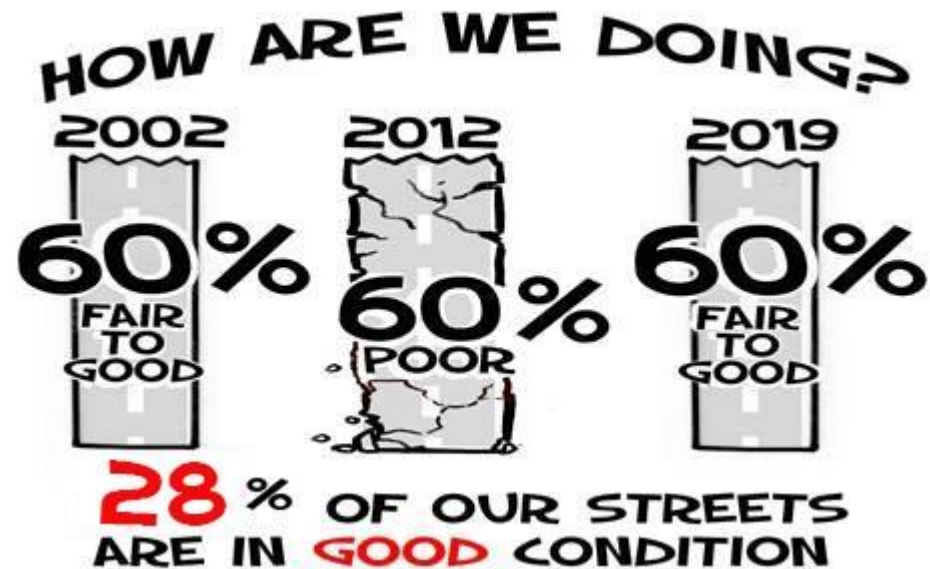
Vital Streets Oversight Commission Annual Report – 2020



2013



2020



Street Results

FY2015 - FY2020:

- 60.52% good and fair (as of September, 2019)
- 1656 projects
- 427 miles of streets
- \$110.9 million in Vital Streets dollars

FY2021:

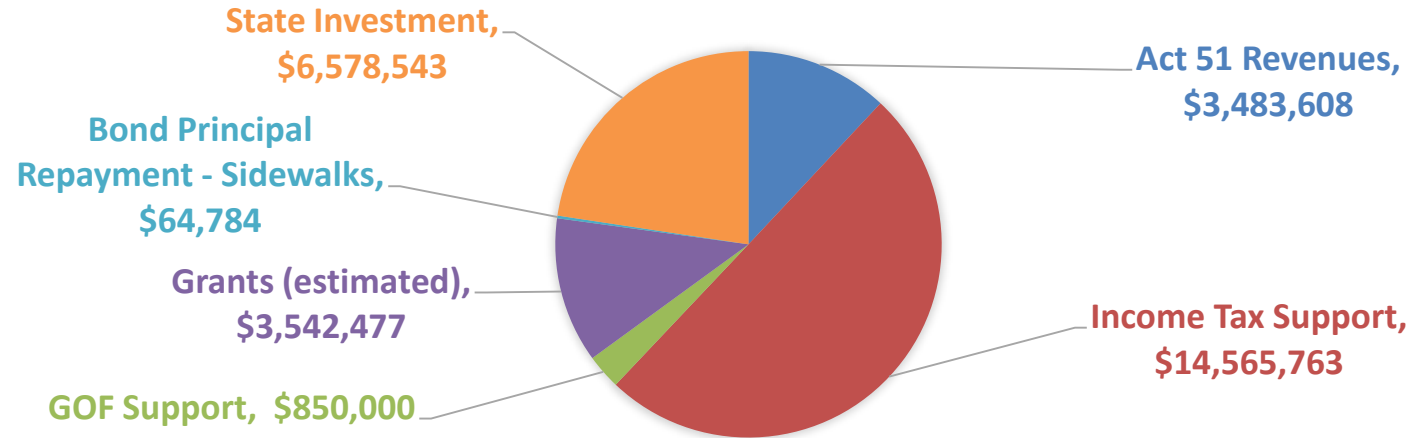
- 104 projects
- 40 miles of streets
- \$16.9 million in Vital Streets dollars

GOAL: 70% Good and Fair by July, 2030

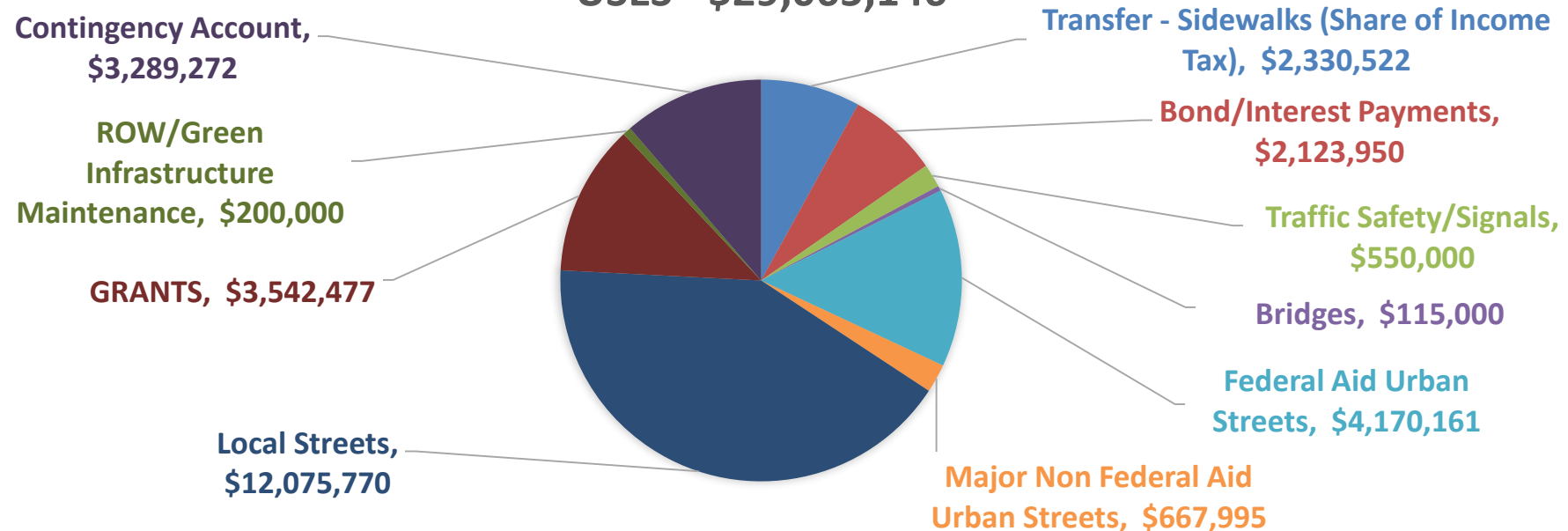


FY2021 – SOURCES AND USES

SOURCES - \$29,085,175

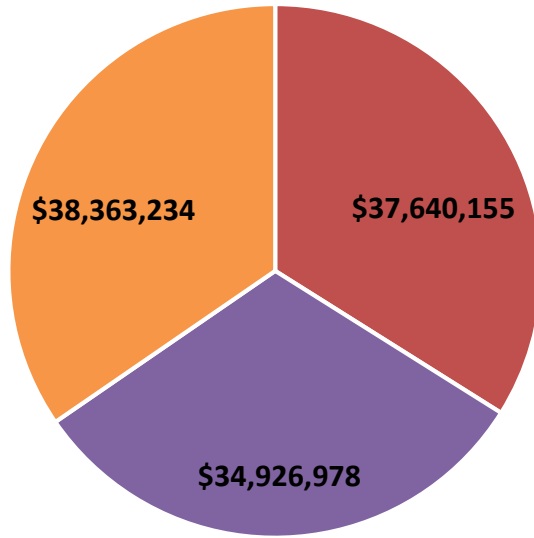


USES - \$29,065,146



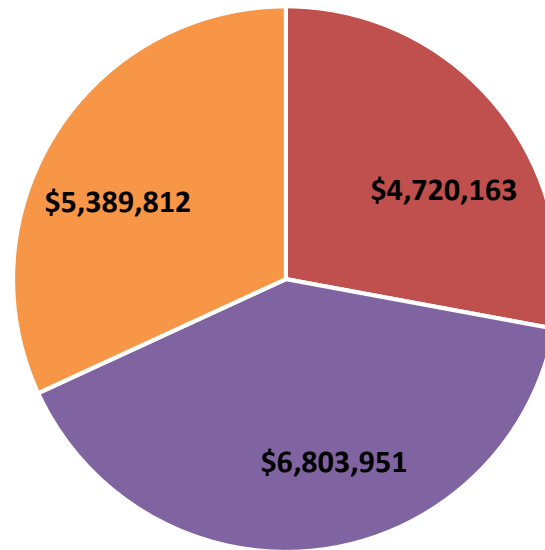
INVESTMENT BY WARD

ADVANCE, FY2016 - FY2020



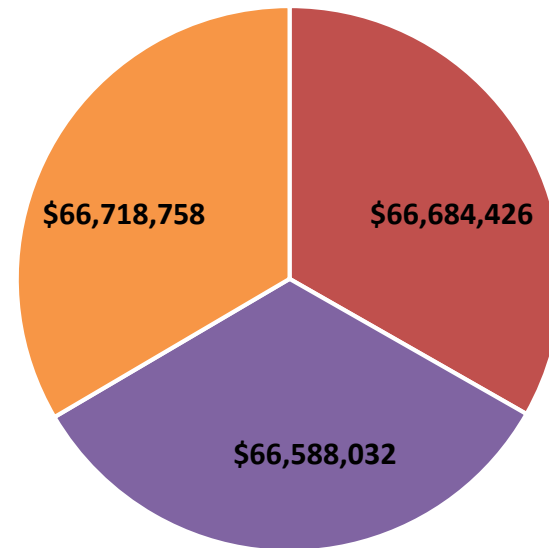
■ 1st Ward ■ 2nd Ward ■ 3rd Ward

FY2021



■ 1st Ward ■ 2nd Ward ■ 3rd Ward

ALL YEARS
Through FY2025



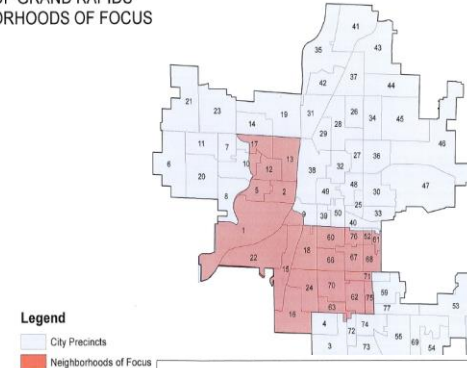
■ 1st Ward ■ 2nd Ward ■ 3rd Ward

INVESTMENT FACTORS

SSTF FUNDING RECOMMENDATION

SOURCES	USES
BASE <ul style="list-style-type: none">\$1,880,000 Streets Capital (retired bond principle and interest)\$175,157 Dura Patching\$128,451 Crack Sealing\$900,000 Asphalt Overlays\$400,000 Cape Seals\$3,483,608 TOTAL - BASE	BRIDGE INVESTMENT \$474,180/YEAR FAU STREET INVESTMENT \$6,500,000/YEAR RESULT: 70% in STATE OF GOOD REPAIR MAJOR NON-FAU STREET INVESTMENT \$5,600,000 in YEAR 1 and 2 \$140,000 in YEAR 3 through 15 RESULT: 70% in STATE OF GOOD REPAIR
STATE INVESTMENT \$6,000,000	LOCAL STREET INVESTMENT \$7,909,428 in YEAR 1 and 2 \$13,369,428 in YEAR 3 through 15 RESULT: 70% in STATE OF GOOD REPAIR
INCOME TAX - 0.2% \$8,000,000 +	SEWERS \$1,600,000/YEAR RESULT: Eliminate Point of Sale
GRANTS \$3,000,000 +	TOTAL ALL USES - \$22 MILLION
TOTAL ALL SOURCES - \$22 MILLION	

CITY OF GRAND RAPIDS
NEIGHBORHOODS OF FOCUS

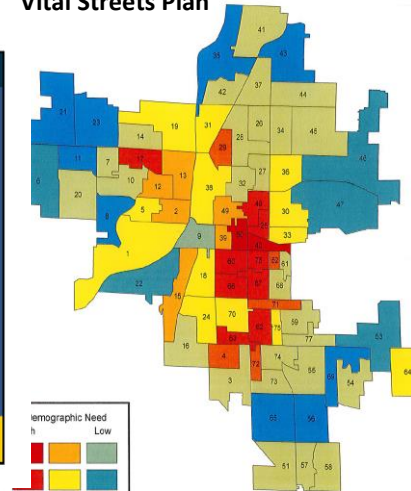


Legend

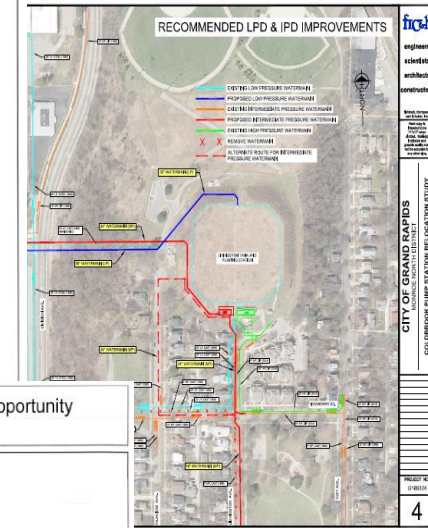
City Precincts
Neighborhoods of Focus

Demographic Need and Connectivity Opportunity
by Precinct

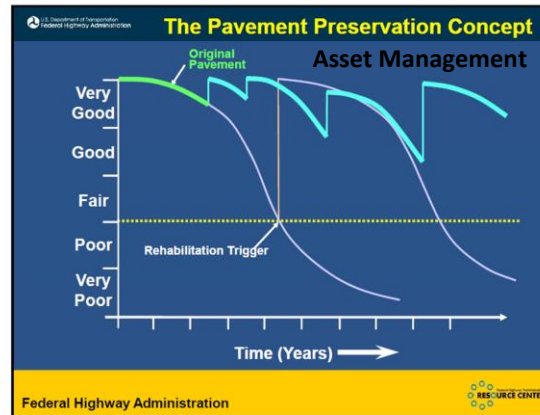
Vital Streets Plan



Investment by Others



Current
Condition



FY2021 Sidewalk Proposed Budget

Scheduled and Proposed Work

FY2020 Remaining Work

Complete 2019 Request Contract \$181,000

Connectivity Project \$250,000
(Plainfield Ave. I-96 to City Limit)

FY20 Remaining Expenditures \$431,000

FY2021 Proposed Work

Systematic Contract 1st Ward \$300,000

Systematic Contract 2nd Ward \$300,000

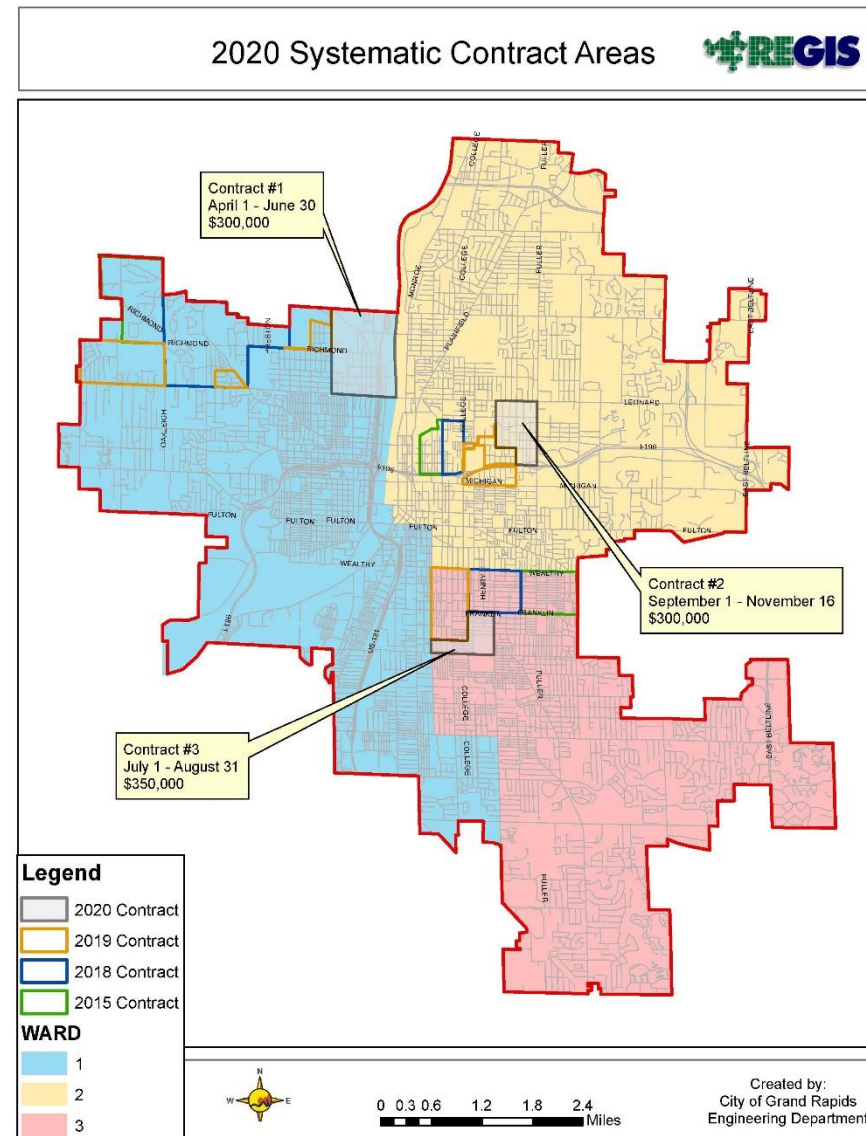
Systematic Contract 3rd Ward \$350,000

Public Request Contracts 1&2 \$580,000
(North and South Half of City)

ADA Ramp Contract \$250,000

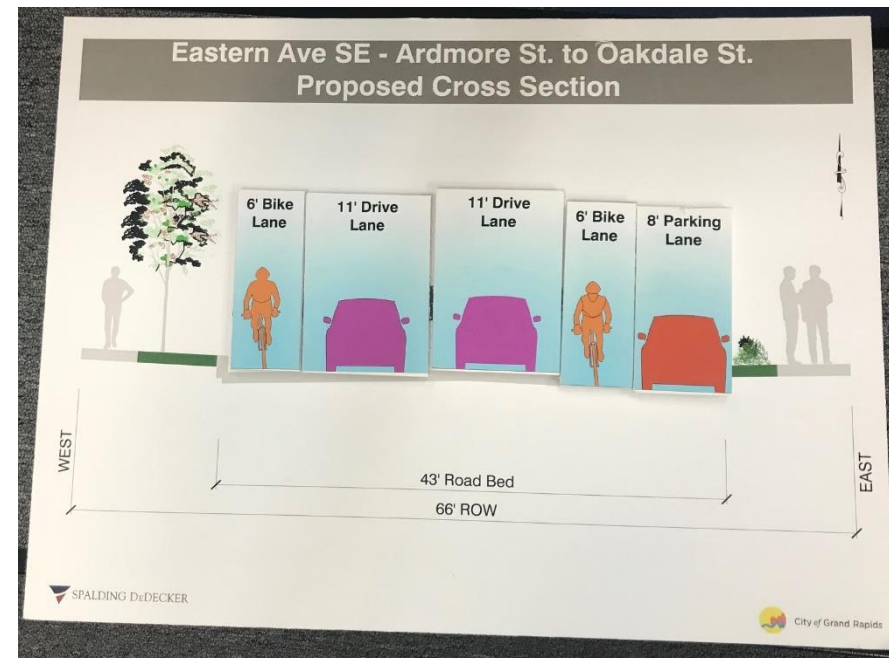
Connectivity Project \$450,000

FY21 Planned Expenditures \$2,230,000



Engagement

Held 24 public meetings in neighborhoods
Sent over 26,000 mailers
1,026 people subscribed to road construction email list



Highlighted Projects

- Green infrastructure
- Multi-modal
- Placemaking
- Design standards
- Community engagement





Worden Street – Madison Avenue to Eastern Avenue



Lake Michigan Drive at Valley Avenue



Broadway Avenue – Bridge Street to Leonard Street

Green Infrastructure

Project Name	Infiltration Practice	Volume Infiltrated (gal)	First Inch Treatment (acres)
Studio Park	27 Tree Grates	40,500	0.031
Division - Wealthy to Cherry	2 Bioswales	3,411	0.0041
Allerton	4 Leaching Basins	151,605	0.18
Eastside Sewer - 28B	31 Leaching Basins, 2 Bioswales	1,175,914	1.44
Century & Rumsey	3 Bioswales	1,425	0.03
TOTAL		1,372,855	1.686



Bicycle Facility Changes through Vital Streets – 2019

*Strategic Plan Mobility Obj. 1 - Strategy 2
Increase biking by improving bicycle
network and ensuring facilities are
maintained*



New Buffered Bike Lanes (0.50 miles)

- Michigan St – Leffingwell to E. Beltline

New Advisory Bike Lanes (0.10 miles)

- Rumsey St – Grandville to Oakland



Changes to Existing Bicycle Facilities (0.70 miles)

- Knapp St – 90' east of Plainfield to 420' west of Fuller
 - Widened bicycle lanes between Plainfield and Houseman
 - Changed existing bicycle lanes to buffered bicycle lanes between Houseman and west of Fuller

** Additional bicycle facility changes were also made in 2019 through annual Traffic Engineering/Safety signs and markings work programs.*

Bicycle Facility Changes through Vital Streets – 2020



New Standard Bicycle Lanes (2.70 centerline miles)

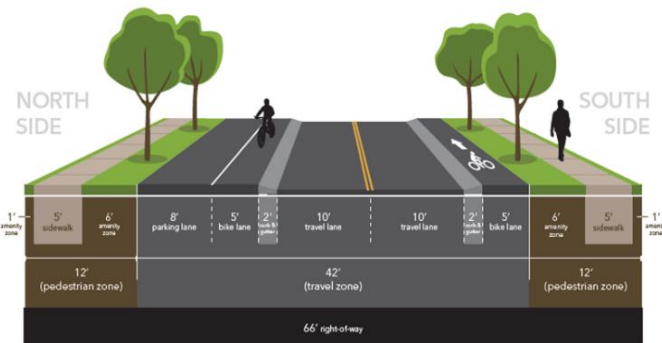
- Eastern Avenue – Franklin to Hall (0.50 miles) *and* Ardmore to Oakdale (0.60 miles)
- Hall Street – Division to Jefferson (0.15 miles)
- Lake Drive – Genesee/Atlas to East Grand Rapids city limit (0.25 miles)
- Madison Avenue – Adams to Burton (0.75 miles)
- Walker Avenue – Stocking to Valley (0.45 miles)

New Buffered Bike Lanes (1.9 miles)

- Market Avenue – Wealthy to Indian Mounds (1.9 miles)

New Separated Bikeways (1.4 miles)

- Alger St – Kalamazoo to Madison (new raised bike lanes – 0.75 miles)
- Tremont Blvd – Covell to Mt Mercy (new shared use trail – 0.65 miles)



New Signed / Marked Bicycle Routes (0.60 miles)

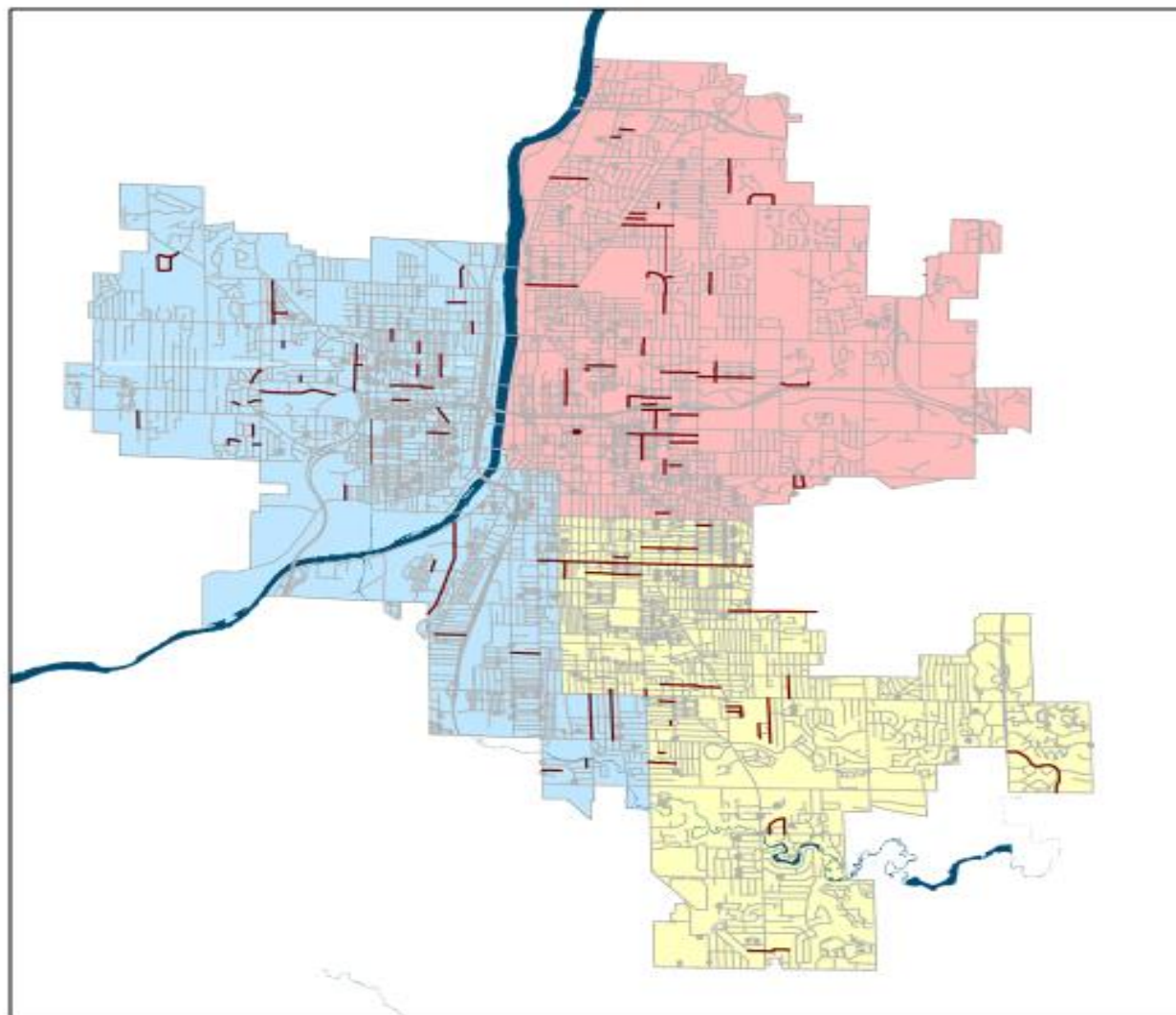
- Madison Ave – Franklin to Wealthy (0.50 miles)
- Ravine Dr – 4th St to Tremont (0.10 miles)

Changes to Existing Bicycle Facilities (1.1 miles upgraded; -0.40 miles removed)

- Madison Ave – Alger to 28th (widen bike lanes, improve major intersections = 0.60 mi)
- Mt. Mercy Dr – Bridge to Valley (replace NB “shared lane” with bicycle lane = 0.50 mi)
- Ottawa Ave – Mason to Walbridge (removing bike lanes - redundant = -0.15 mi)
- S. Division Ave – Cherry to Wealthy (removing shared lane markings; recommended corridor is Ionia St. south of Fulton = -0.25 miles)

** Additional bicycle facility changes are also included in annual Traffic Engineering/Safety signs and markings work programs and some Parks projects.*

FISCAL YEAR 2021 VITAL STREETS LOCATIONS



City of Grand Rapids
Engineering
March 2020



Mobility Newly Recommended FY2021 Vital Streets Budget Adjustments

- Goal:
 - Solve for a \$667,000 decrease in ACT 51 gas and weight tax payments from the state and a \$173,000 reduction in Income Tax (total \$840,000)
- Solution:
 - Use fund balance reserve in the Infrastructure Investment Project Account to preserve project investments and program progress



Mobility Newly Recommended FY2021 Major and Local Street Fund Budget Adjustments

- Goal:
 - Solve for an expected \$1.77 million decrease in ACT 51 gas and weight tax payments from the state
- Solution:
 - Maintain base operations
 - Defer equipment purchases to future fiscal year
 - Reduce supply budgets
 - Reduce contractual services budgets
 - Defer non-essential maintenance
 - Plan less temporary paving
 - Defer non-essential signal work

Summary



ACCOUNTABILITY
COLLABORATION
CUSTOMER SERVICE
EQUITY INNOVATION
SUSTAINABILITY

Potential Revenue Reductions - Not Reflected in Budget

Fund	Income Tax*	State Shared Revenue**	CVTRS**	Act 51 Gas & Weight Tax**	Parking Fines	Charges For Services (1)	Total Reduction Needed	Identified Additional Reductions
General Fund	\$1,281,648	\$1,718,076	\$285,244				➤ \$3,284,968	➤ \$1,858,839
Capital Reserve Fund	56,882		285,244				✓ 342,126	✓ \$342,126
Sidewalk Repair Fund	32,943						✓ \$32,943	✓ \$32,943
Vital Streets Fund	172,979						✓ \$172,979	✓ \$172,979
Major Streets Fund				1,830,025			✓ \$1,830,025	✓ \$1,830,025
Local Streets Fund				610,008			✓ \$610,008	✓ \$610,008
Parking Operations Fund					25,000	3,185,402	✓ \$3,210,402	✓ \$3,210,402
Total	\$1,544,452	\$1,718,076	\$570,488	\$2,440,033	\$25,000	\$3,185,402	\$9,483,451	\$8,057,322

*0.5% increase in current budget, proposed -1% reduction ** 5% decrease in FY21 budget, reduced to -15% reduction

(1) Includes On-Street, Daily and Event Parking Revenues (dependent on activity within the City. Sports, shows, concerts, bars, restaurants, etc. When none of this is happening these are the main categories impacted.

Discussion



ACCOUNTABILITY
COLLABORATION
CUSTOMER SERVICE
EQUITY INNOVATION
SUSTAINABILITY

FY2021 Budget Review Schedule

- ✓ Tuesday, April 28 **Introduction of the FY2021 Preliminary Fiscal Plan** (10am)
- ✓ Thursday, April 30* **Budget Town Hall** (5 – 6pm)
- Tuesday, May 5* **Budget Review Workshop** (9am – Noon)
- Equity, Capital, Economic Prosperity and Affordability, Safe Community, Mobility
- Tuesday, May 12* **Budget Review Workshop** (1 – 4pm)
- Health and Environment, Engaged and Connected Community, Governmental Excellence
- Tuesday, May 19 Committee of the Whole **Discussion and Deliberation** (10am)
Public Hearing at City Commission meeting (7pm)
- Tuesday, May 21* **City Commission Adoption** (9 – 11am)

* Special meetings scheduled

Thank you

- Email questions to City Manager Washington and Chief Financial Officer Clarin by 10am on Thursday, May 7
- Responses will be provided at subsequent work sessions



ACCOUNTABILITY
COLLABORATION
CUSTOMER SERVICE
EQUITY INNOVATION
SUSTAINABILITY